

MEMORANDUM FOR: Head of the Career Service
SUBJECT : Career Service Questionnaire

1. To increase the personnel effectiveness of the Agency, current and emerging problems within the career services should be inventoried, career management methods should be examined, and programs for personnel development and utilization should be given additional impetus.

2. The Executive Director-Comptroller and the Executive Committee (comprised of the Deputy Directors among others) have already spent considerable time in discussing ways of improving personnel management in CIA. Past meetings of the Executive Committee plus others forthcoming reflect its conviction that (a) personnel management is necessarily a decentralized process and (b) daily personnel actions undertaken within the Directorates, career services and components should conform to overall personnel policies, approaches and guidances established by the Director, Executive Director-Comptroller and the Executive Committee, acting in their capacity as the executive managers of the Agency.

3. Personnel issues currently confronting these officials include employee productivity, leadership, mobility, young professionals, employee attitudes, communications and greater responsiveness to personal needs by management. The interrelationships of these topics must be carefully evaluated, and most of these subjects have ramifications that need to be identified and considered.

4. It is apparent that recommendations for improving Agency personnel programs and processes must not only command the support but also the active involvement of the Executive Committee and other top officials. Active involvement -- meaning approval of major actions having Agency-wide significance and monitoring of results -- is contingent upon an increased awareness of career service activities and problems. Moreover, feedback to the Executive Committee on the implementation of the actions they approve is likewise needed to insure that desired personnel objectives and goals are uniformly pursued. For these reasons the Executive Director-Comptroller has asked me to canvass each of the career services on certain aspects of their personnel programs. The items of interest are contained in the attached Questionnaire.

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5. I want to stress the point that the Questionnaire is designed to be a source of information, rather than an attempt to press for identical actions within each career service. It may prove desirable, however, to compile and distribute a summary of preferred approaches and innovations used by individual career services that could be tried as applicable in other areas.

6. It is requested that your responses be straightforward and sufficiently detailed to reflect any special attributes of your career service that have a significant bearing on your particular approach to career management.

7. Please advise if my office (Chief, Plans Staff,) can be of any assistance to your career management officer, personnel officer, or other official whom you may designate to do the detailed work in preparing a reply for your consideration. Your response is requested within three weeks from the time this memorandum is received.

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Harry B. Fisher
Director of Personnel

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